



# Creating a Culture of Excellence and Civility



# Surface to Substance Connections



# SOCIAL NETWORKING PROFILE

## MAKING “SURFACE TO SUBSTANCE” CONNECTIONS

**1. Who You Are/Your Interests**

What is your name?      Where are you from?      Favorite food/restaurant?      Favorite sport?

Actor or actress you'd most like to meet?      Favorite cartoon character?      Favorite musical artist/group?

Piece of technology you couldn't live without?      Must-see-TV show for you?

If you were an animal what would you be?      If you could meet any person (dead or alive) who would it be?

**2. Important People & Influences**

Who is a hero or heroine that you admire?  
What about them do you admire?

**3. Important Life Experiences**

What personal achievement are you proud of?  
What about this achievement made it challenging or memorable for you?

**4. Character Strengths**

What are one or two character qualities  
that your friends are most likely to use to describe you?

**Activity**

**Surface**

**Substance**

**How can I use this strategy in my leadership?**



# Compact for Excellence

## COMPACT FOR EXCELLENCE TEMPLATE

In order to do our **best work** and treat each other with **respect and care**,  
we each agree to/not to:

»

»

»

»

»

»

Activity

How can I use this strategy in my  
leadership?



Adapted from Lickona & Davidson (2005).

# COMPACT FOR EXCELLENCE BASICS

EXCELLENCE WITH INTEGRITY™

## COMPACT FOR EXCELLENCE TEMPLATE

In order to do our **best work** and treat each other with **respect and care**, we each agree to/not to:

- »
- »
- »
- »
- »
- »

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## PRAISE & POLISH REVIEW

- » I think we did well on ...
- » I think we could improve by ...
- » I think we should add or clarify the following ...

Adapted from Lickona & Davidson (2005).

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## SAMPLE COMPACT FOR EXCELLENCE AGREEMENTS

Learn from our mistakes

- |  |                                       |                         |
|--|---------------------------------------|-------------------------|
| Come prepared                                    | Give our best effort                  | Be kind and considerate |
| Stay on task                                     | Respect one another & our environment |                         |
| Be ready and willing to contribute               | Listen to each other                  |                         |
| Do our part                                      | Be honest and trustworthy             |                         |
| Work hard  | Apologize when necessary              |                         |
| Celebrate our successes                          | Avoid put downs or gossip             |                         |
| Do what we say we will do                        | Avoid humor that hurts                |                         |
| Be on time and ready to work                     | Take responsibility for actions       |                         |
| Avoid negative words, attitude, or body language |                                       |                         |
| Stand up for our ideas and beliefs               |                                       |                         |

Adapted from Lickona & Davidson (2005).

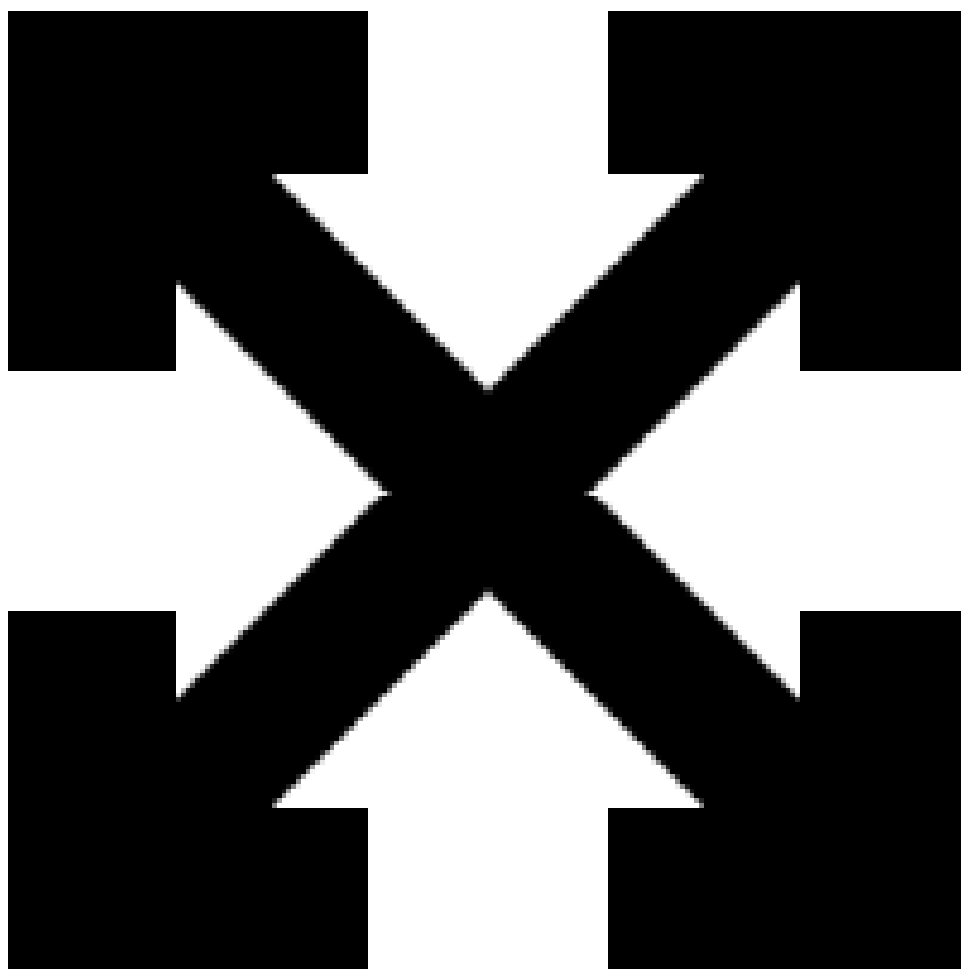
www.excellenceandethics.org



Adapted from Lickona & Davidson (2005).



## Culture Shaping
















**The legislative arena  
is full of inconsistent messages  
and behaviors**



**“We shape the  
culture;  
the culture shapes  
the character.”**

-Dr. Tom Lickona & Dr. Matt Davidson



# VALUES MAP



Adapted from Lickona & Davidson (2005).

# CHARACTER SWOT ANALYSIS

*Reflect on internal character strengths and weaknesses, and external character development opportunities and threats:*





**STRENGTHS** List your moral & performance character strengths or positive habits:

**WEAKNESSES** List your moral & performance character weaknesses or limitations:

**OPPORTUNITIES** List asset building actions and activities that are available to you:

**THREATS** List harmful situations, contexts or influences that you have currently, or may encounter:

**How can I use this strategy in my leadership?**

Identify someone who can Support & Challenge you to build on your strengths and opportunities, while working on your weaknesses and threats.

*Activity*



## Excellence with Integrity

**INTEGRITY:**  
**WITHOUT IT,**  
**NOTHING WORKS**

# **INTEGRITY:**

## **WITHOUT IT, NOTHING WORKS**

### **Key Learning Points**

# INTEGRITY:

## WITHOUT IT, NOTHING WORKS

### Important Concepts

- Integrity is like the Law of Gravity
- Integrity as wholeness - honor our word
  - Keeping our word – on time as promised
  - Inform parties when we can't keep our word as soon as we know – and clean-up any 'mess' created
- Integrity deals with oneself
- Integrity impacts performance
- Objects and systems have integrity – design, implementation and use
- Out-of-Integrity behavior impacts reliability and workability

# INTEGRITY-IN-ACTION ESSENTIALS

» **Discernment:**

*Being able to make well-reasoned decisions about right and wrong.*

» **Conscience:**

*Sense of obligation to do the right thing.*

» **Competence:**

*Demonstrating the “know-how” needed to translate knowledge into action.*

» **Identity:**

*The degree to which our character and integrity are central to our sense of self.*



# ***RULES OF AN ACTIVE CONSCIENCE***

*What NOT to do to keep your conscience as a guide for your integrity.*

- » **Don't distort.**  
*Don't exaggerate or blow things out of proportion.*
- » **Don't create an enemy.**  
*Don't avoid the truth by finding or creating an enemy to fight against.*
- » **Don't play the victim.**  
*Don't rationalize to convince self or others that I/we are really the victim.*
- » **Don't fan the flames.**  
*Don't get self/others fired-up so that emotion clouds reason.*
- » **Don't be a gamer.**  
*Don't try to convince self/others that it isn't wrong, "just how the game is played."*



# **INTEGRITY:**

## **WITHOUT IT, NOTHING WORKS**

**How can I apply this in my leadership?**





# Organizational Effectiveness Audit and Goal Mapping

## ORGANIZATIONAL EFFECTIVENESS AUDIT

### Stop

Practices that:

- are not having the desired outcome
- may have proved impractical or inefficient
- are distracting from core mission or overall effectiveness

### Continue

Practices that:

- are having the desired outcome
- are efficient and effective

### Improve

Practices that:

- are having some of the desired outcome, show promise
- but need to be more efficient or effective

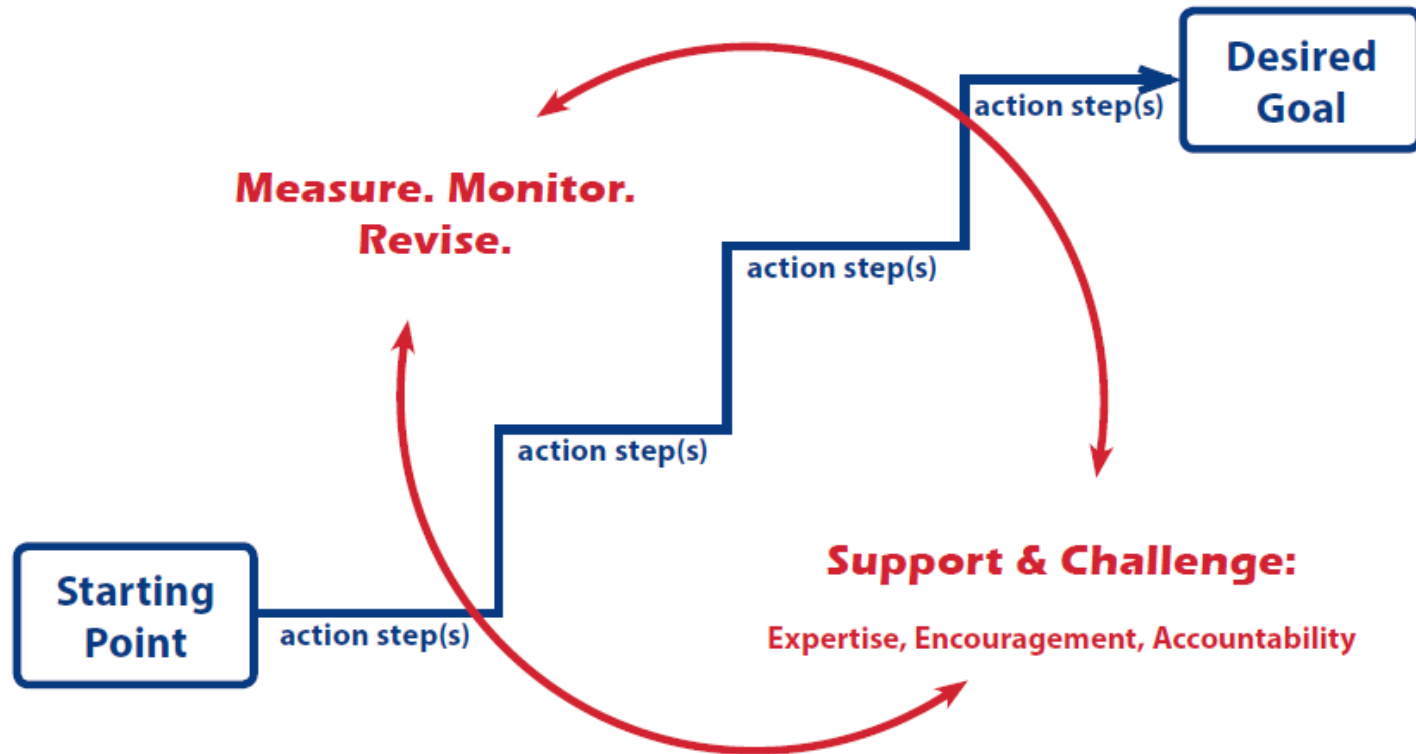
### Start

NEW  
PRACTICES

that may help address a new situation or factors that did not exist before, or new ideas that the team may want to try to improve effectiveness and/or efficiency

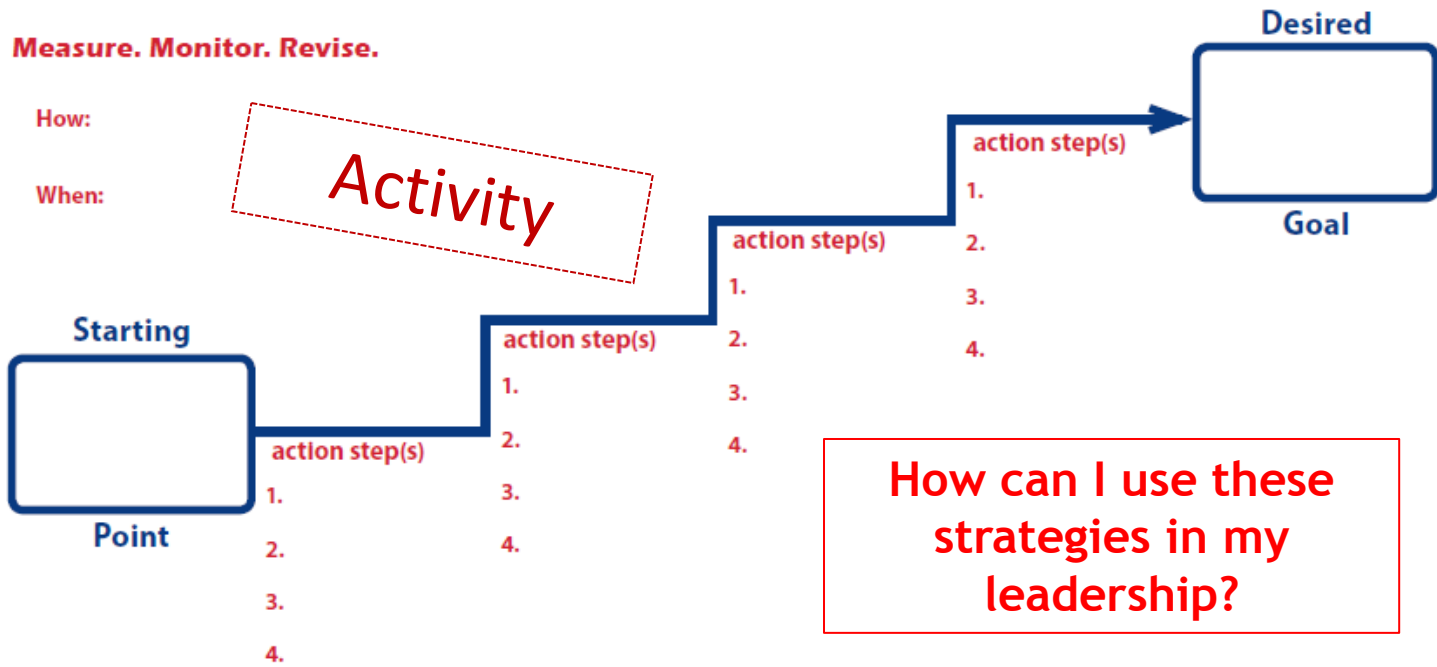
Activity

# GOAL ACHIEVEMENT PROCESS



# GOAL MAP

**Measure. Monitor. Revise.**



**Checklist:**

- ☐ Is the desired goal specific and can it be measured?
- ☐ Is there an honest/accurate assessment of the starting point?
- ☐ Have all of the major action steps been identified and broken down into smaller, doable steps?
- ☐ Have the roles, workflow, and timeline been worked out?

**Support & Challenge:**

*Expertise, Encouragement, Accountability*

**Who:**

**When:**



# Creating a Culture of Civility



Mutual *of* Omaha

# Respect



The essence of respect is to show solemn regard for the worth of people, including oneself.

The duty of respect is to treat all people with respect-regardless of how they treat you.



**RESPECT**  
demand it







*“Sir, I will treat you  
like a gentleman not  
because you are one,  
but because I am one.”*

- Thomas Jefferson

**SHOW SOME  
RESPECT**

# 10 Ways to Show Respect

1. Treat people how you want to be treated.
2. Be tolerant of differences.
3. Use good manners.
4. Be considerate of the feelings of others.
5. Listen to other people's viewpoints.
6. Don't gossip.
7. Rely on facts, not assumptions.
8. Do what you say you will do.
9. Deal peacefully with disagreements.
10. Be kind online.

# Tips for a Meeting Moderator

- Welcome
- Set expectations
- Remind participants of the expectations
- Set a good example
- Use eye contact
- Don't allow anonymity
- When in doubt
- Be gracious

# 7 Keys to a Respectful Meeting

1. Listen attentively
2. Respect the opinions of others
3. Keep an open mind
4. Give constructive comments, suggestions and feedback
5. Avoid personal attacks
6. Remember the things we have in common
7. Value people, process and results

# Community Meeting Agenda

**Capital Crossroads 2.0 Steering Committee**

**May 18, 2016**

**Greater Des Moines Partnership**

**1:30 – 3:30 pm**

We're proud to participate in the Show Some Respect initiative from the Iowa Civility Project. The goal of the campaign is to improve respect and civility in our community. To help achieve this goal, our expectations are that we will: listen attentively; respect the opinions of others; keep an open mind; give constructive comments, suggestions, and feedback; avoid personal attacks; remember the things we have in common; and, value people, the process, and the results.



## I PLEDGE TO

Treat others the way I want to be treated.

Be honest (with others and myself) about the information I distribute regarding candidates, policies and opinions.

Be tolerant of other view points. I do not have to agree with another person's beliefs in order to show them respect.

Not start political arguments that I know will hurt other people's feelings or damage relationships.

Take time to learn about the candidates and the issues. Get information from reliable sources.

Consider what is best for the community when I vote.

Improving RESPECT and CIVILITY in  
our community STARTS WITH ME.





# Creating a Culture of Excellence and Civility



# Communication and Negotiation Essentials

## *PREPARE TO COMMUNICATE CHECKLIST*

1. Know **who** you are communicating with and **how** best to respect and connect with them.

who?

how?

2. Determine **what** outcomes you want to achieve—and avoid.

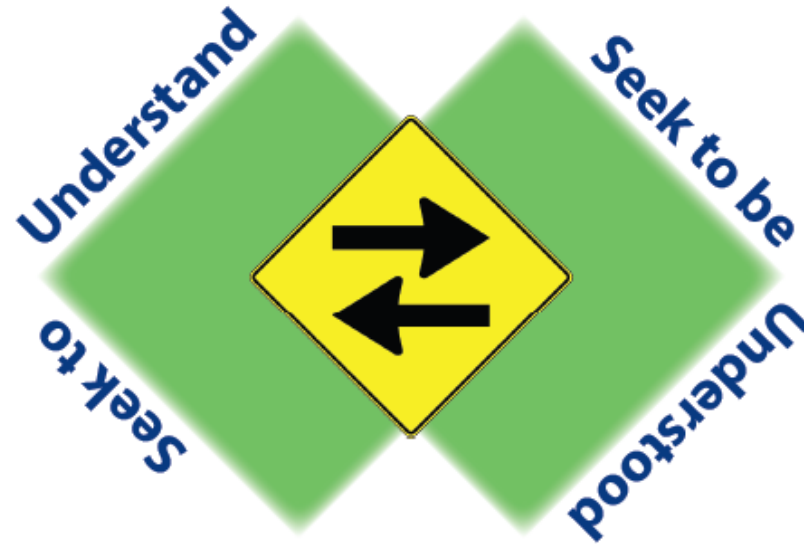
what?

3. Consider **when** and **where** will be the most favorable context for the communication.

where?

when?

## ***TWO-WAY COMMUNICATION BASICS***



» through active listening  
that verifies shared  
understanding and clarifies  
what is unclear

» by expressing thoughts,  
feelings and expectations  
without blame, insult or  
personal attack

## TWO-WAY COMMUNICATION CATCHABLE “I”-STATEMENTS

### USE statements that:

- » honestly and respectfully express your thoughts and feelings;
- » focus on finding solutions;
- » clarify the goal or expectation;
- » sound like:

*“ I think ... because ... ”*

*“ I feel ... because ... ”*

*“ I plan to ... because ... ”*



## TWO-WAY COMMUNICATION DART-STYLE “YOU”-STATEMENTS

### **AVOID** statements that:

- » divide, distract, and disrespect;
- » blame, insult, and attack the personality or character of the other person;
- » sound like:

*“ You caused this to happen. ”*

*“ You never do your part. ”*

*“ You are so stupid. ”*



## Excellence & Ethics® Tools

### Two-Way Communication Self-Study

Seek to Understand	5=Excellent 3=Good 1=Poor	I am effective at this when...	I am challenged to do this when...
Restate in order to verify what I have heard the other person say.			
Restate in order to clarify what I have heard the other person say.			
Seek to Be Understood	5=Excellent 3=Good 1=Poor	I am effective at this when...	I am challenged to do this when...
Express my thoughts, feelings and expectations without blame, insult or personal attack.			
Use "I" statements to honestly and respectfully express my thoughts and feelings.			
Avoid "You" statements that divide, distract, disrespect, blame, insult or attack the other person.			

Activity

## ***PRINCIPLED NEGOTIATION TACTICS***

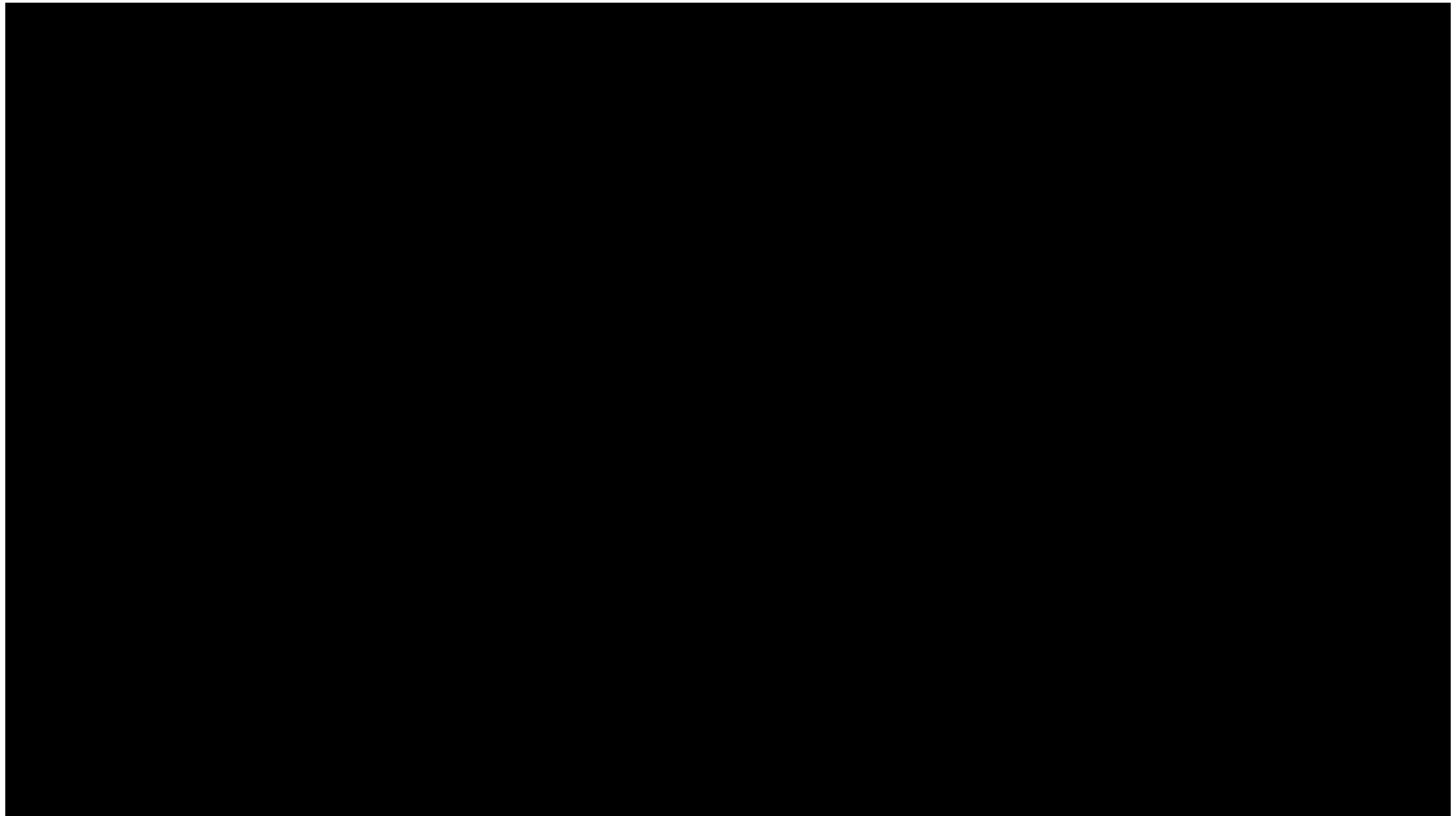
**1. Know your practical and ethical non-negotiables.**



**2. Give a little to get a little.**

**3. Seek the maximum good for the maximum number.**





## WIN-WIN NEGOTIATION GUIDE

1. Communicate so **your** needs are understood.

**I want ...**

**You want ...**

2. Communicate so **you** understand the needs of others.

**We could ...**

3. Use creative problem-solving to come up with compromises that yield **win-win solutions.**



***Excellence & Ethics' Tools***

***Win-Win Negotiation Preparation***

Prepare to Negotiate
<p><b>I want:</b></p> <ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul>
<p><b>You want:</b></p> <ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul>
<p><b>We could:</b></p> <ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul>

**Activity**

## ***Excellence & Ethics® Tools***

### ***Win-Win Negotiation Preparation Checklist***

	Y/N
Have you clearly articulated what you want/need?	
Have you clearly laid out your non-negotiable moral and practical terms?	
Have you identified clarifying questions to ask in order to better understand the wants/needs of others?	
Have you developed possible solutions that you can offer?	
Are you prepared to practice creative thinking to come up with new solutions if necessary?	

### ***Win-Win Negotiation Review***

Use the following rubric to assess a negotiation experience.

**0 - Lose-Lose**

Neither person/group has their needs met.

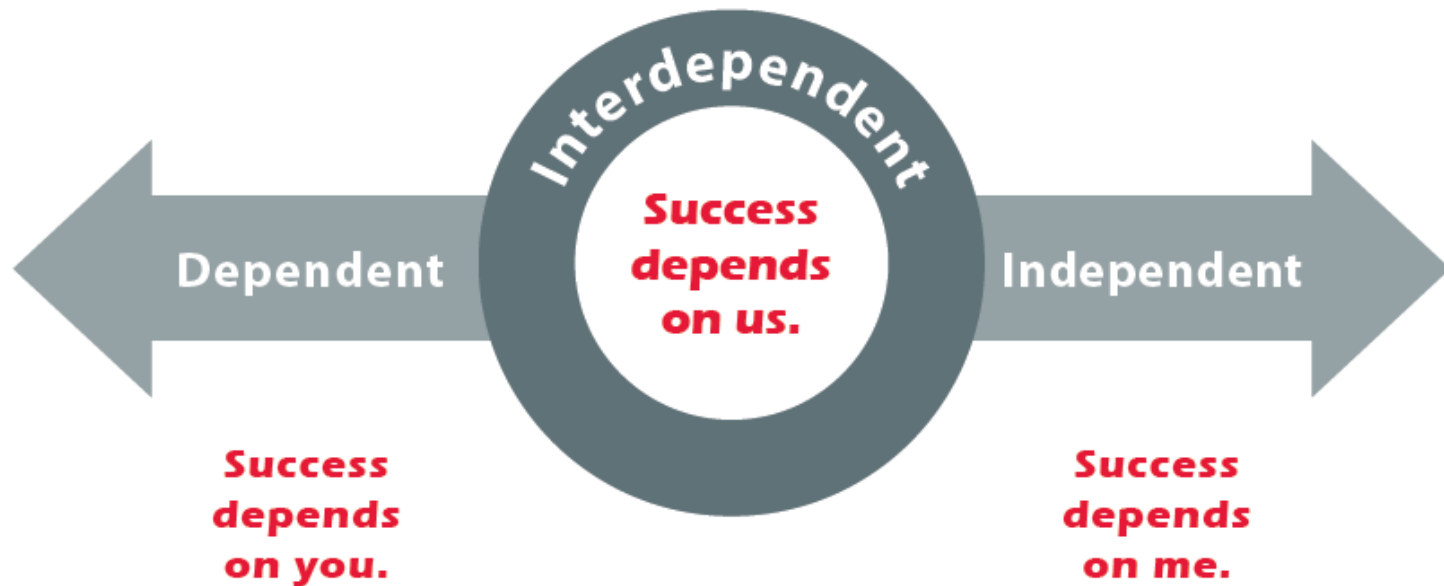
**1 - Win-Lose**

One person/group has their needs met.

**2 - Win-Win**

Both people/groups have their needs met in a reasonable and/or equitable way.

## ***COLLABORATION CONTINUUM***



## ***NEGOTIATION FOR COLLABORATION TACTICS***

***To get the job done efficiently and effectively***

### **NEGOTIATE ROLES**

***Who should  
do which  
tasks?***



### **NEGOTIATE GOALS**

***What  
should  
we do?***

### **NEGOTIATE STRATEGY**

***How can we  
get it done?***

## COLLABORATION ESSENTIALS RUBRIC



## CARE-FRONTATION FUNDAMENTALS

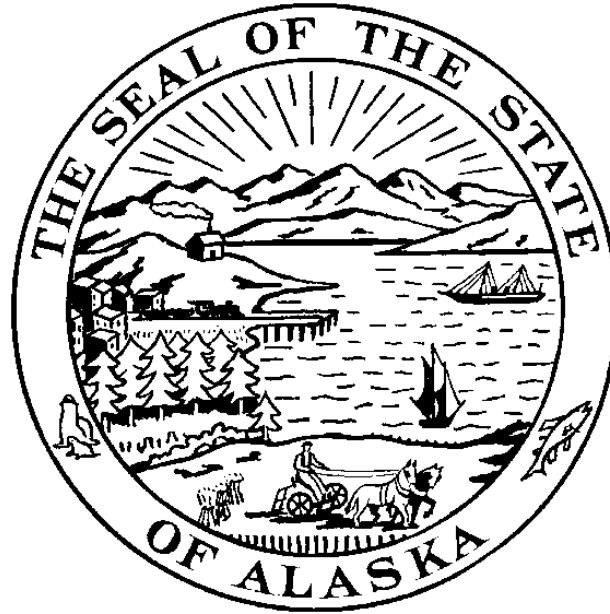
For strong relationships and high performing partnerships:

1. **Attack the problem, not the person:** Name the problem and what needs to be done differently or better. Care more to *get it right* than to *be right*.
2. **When in doubt, do it:** Speak up sooner and more consistently. Conflicts delayed and deferred turn little things into big things.
3. **Use “I”-statements:** Honestly and respectfully express your thoughts and feelings; be solution-centered, and clarify the goal or expectation (e.g., “I think..., I want..., I need..., I feel...”).
4. **Avoid “You”-statements:** Avoid blame, insult, and attacks, which tend to disrespect, demean, divide, and distract (e.g., “You never..., You always..., You won’t..., and/or You don’t...”).
5. **Seek win-win:** Balance *your* needs and best interests (“I want...”) AND *their* needs and best interests (“You want...”).
6. **Own mistakes and missteps:** It won’t always be smooth and perfect, so be ready to apologize, make up, and move on.

Adapted from David Augsburger, *Caring Enough to Confront*.

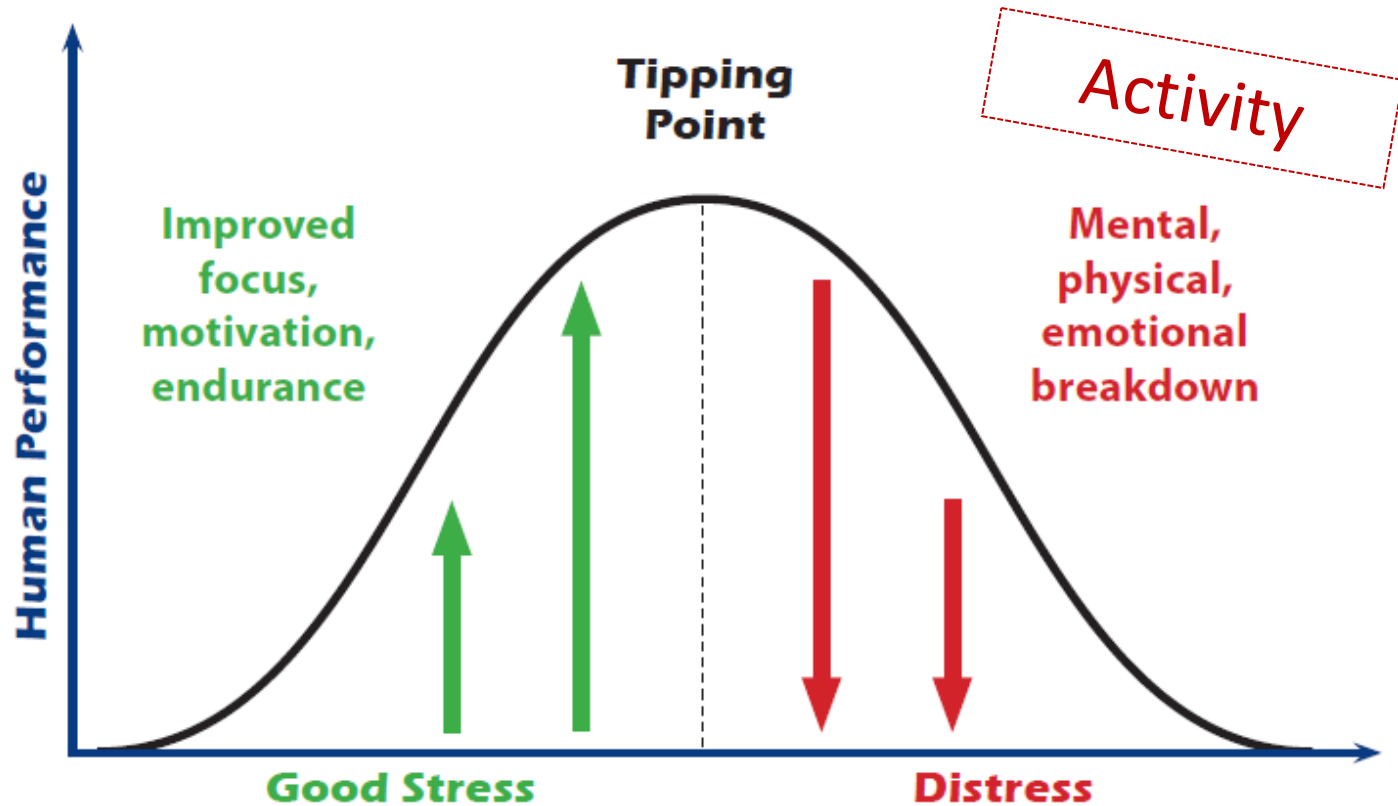






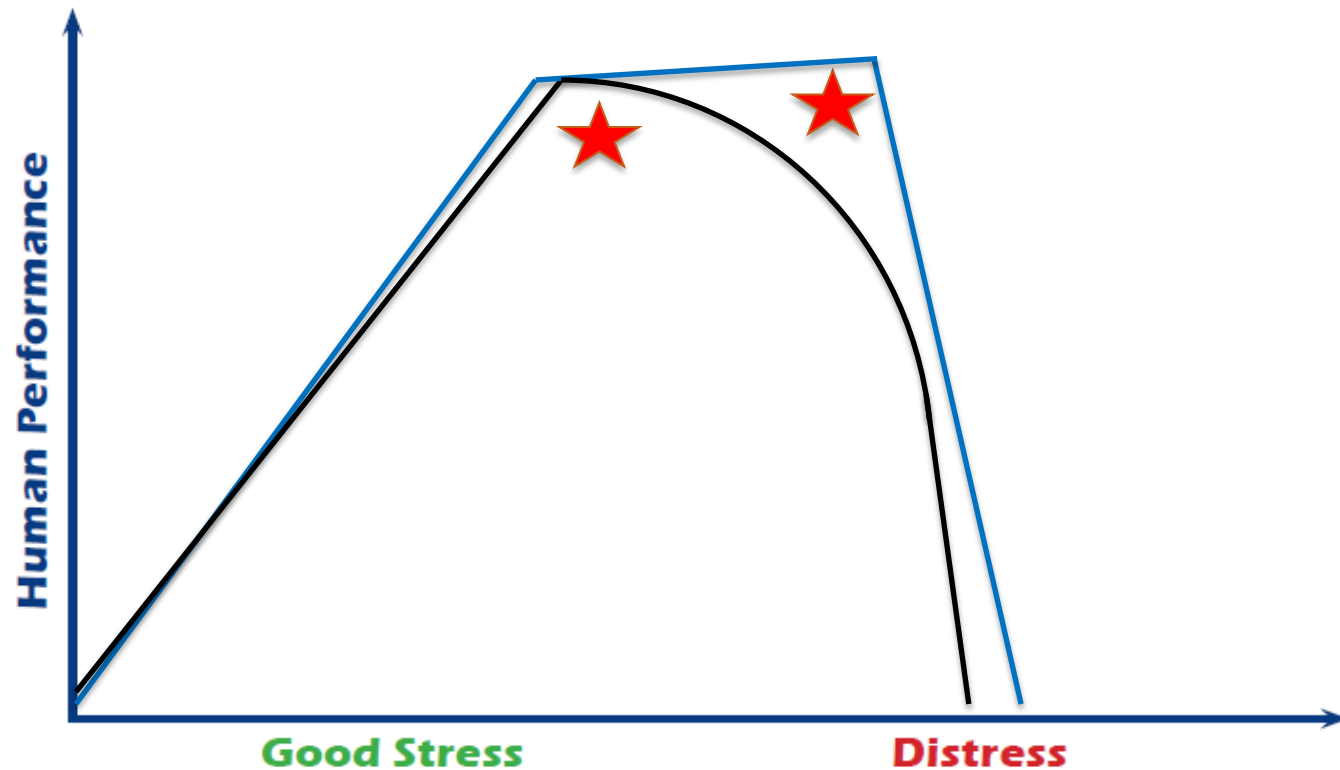
# Stress - Identification and Management

## GOOD STRESS–DISTRESS CONTINUUM



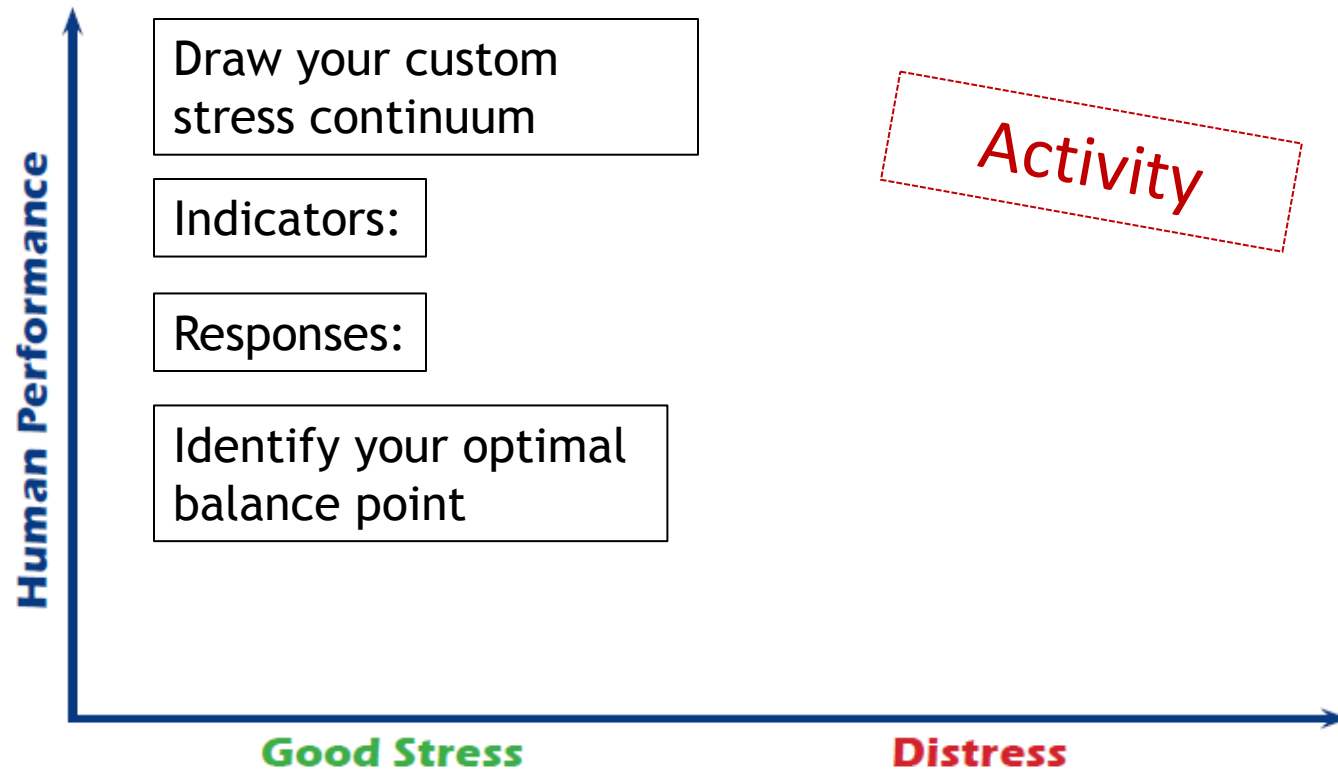
*Based on the work of Hans Selye*

## GOOD STRESS–DISTRESS CONTINUUM



*Based on the work of Hans Selye*

## GOOD STRESS–DISTRESS CONTINUUM



*Based on the work of Hans Selye*

## GROW-AND-LET-GO STRATEGIES

- » **Embrace challenges** as opportunities to push and stretch yourself.
- » View mistakes and failures as **opportunities to learn.**
- » Continue to find ways to **develop** in areas of weakness.
- » **Seek the help** of others.



How can I use these strategies in my leadership?



# Optimal Performance

## COACHING FOR OPTIMAL PERFORMANCE

*Communication, Habit, Accountability, Mindset → Performance*



## COACHING FOR OPTIMAL PERFORMANCE

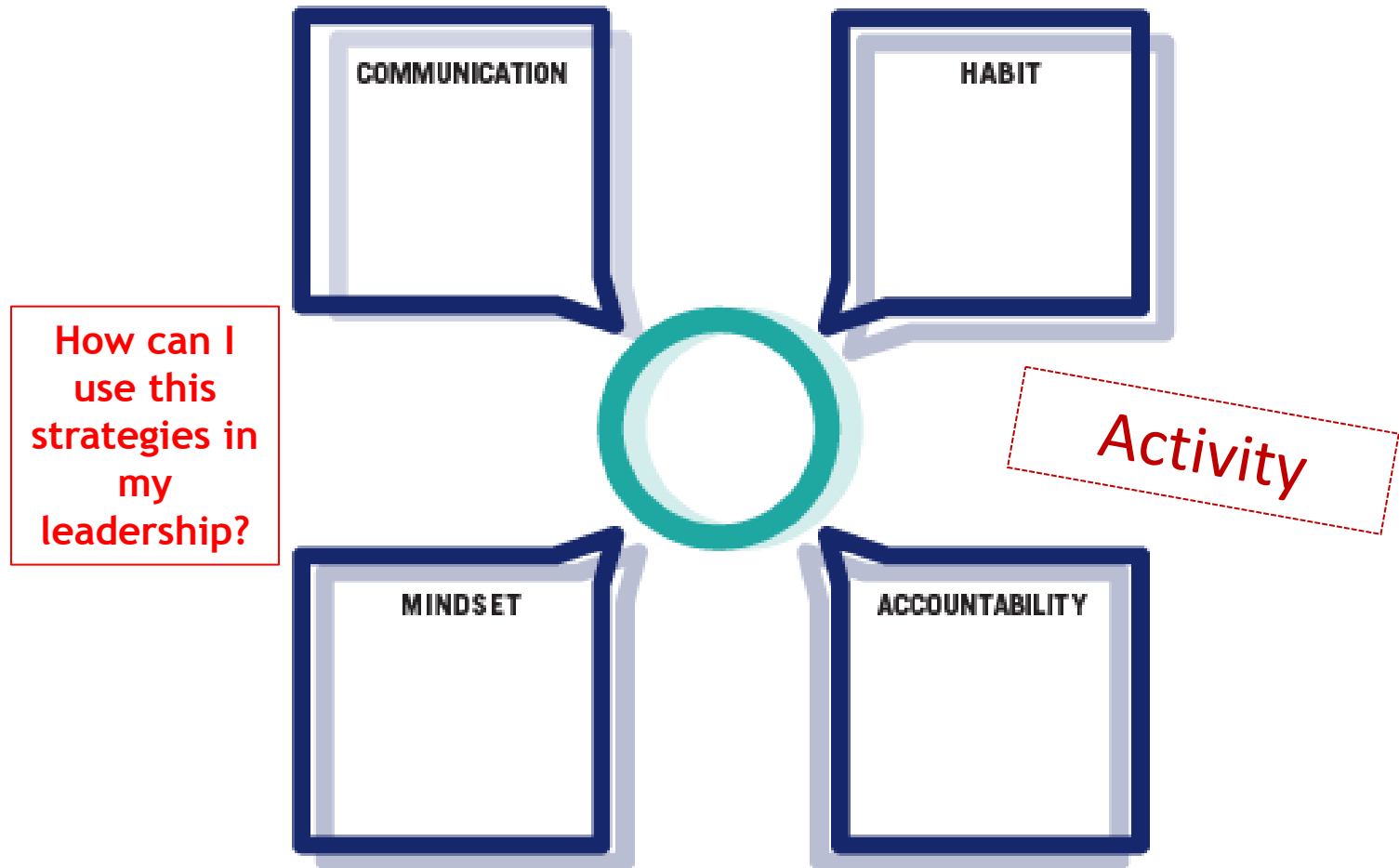
**C**ommunication, **H**abit, **A**ccountability, **M**indset → **P**erformance





## COACHING FOR OPTIMAL PERFORMANCE

Communication, *H*abit, *A*ccountability, *M*indset → *P*erformance





# The Lens of Leadership

Dewitt Jones

# Dewitt Jones Insights

Do you have the right lens on?

- What's your perspective or angle?
- Find the extraordinary viewpoint to the problem.

Are you in the place of the most potential?

- What's the one thing we could do better or differently right now?

Don't worry about making mistakes.

- There's more than one right answer; find the next right answer.

How many times a week is it up to you?

- See the extraordinary in the ordinary.
- Are you ready to embrace this and respond?



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